

## **TERMS OF REFERENCE**

### **Selection of experts and supporting staff for the Project Implementation Unit, Chennai Metropolitan Development Authority under the Tamil Nadu Housing and Habitat Development Project**

#### **I. Introduction**

Tamil Nadu (TN) is the leading urbanizing State in India with its capital, Chennai being the sixth most populous city in India. As per Census 2011, TN is about 48.5% urbanized. About 35 million people reside in urban areas and account for 9.6% of India's urban population. TN is in the third position in the number of urban inhabitants after Maharashtra (>50 million) and Uttar Pradesh (> 40 million). The urban growth rate, at 27% from 2001 to 2011, outpaced the rural growth rate of 6% during the same period. Urban growth combines net in-migration into urban areas, expansion of city boundaries to accommodate peri-urban growth, and natural growth of the existing urban population. Urbanization in TN is widely dispersed and encompasses 21 municipal corporations, 139 municipalities, and 490 town panchayats. In addition, 374 "census towns" are identified as areas with urban characteristics but have not formally been notified as urban.

#### ***About CMDA***

Chennai Metropolitan Development Authority (CMDA) was constituted as an ad-hoc body in 1972 and became a statutory body in 1974 via the Tamil Nadu Town and Country Planning Act 1971. It is in charge of planning and development of the capital region of Tamil Nadu, the Chennai Metropolitan Area (CMA). The CMA comprises The Greater Chennai Corporation, Corporations of Tambaram and Avadi, 5 Municipalities, 3 Town Panchayats, and 179 Village Panchayats in 10 Panchayat Unions and falls within three districts and covers an area of 1,189 Sq.km with a population of nearly 8.65 million in 2011.

It is the fourth largest urban agglomeration in India after Mumbai, Delhi, and Kolkata metropolitan regions. The metropolitan area covers the entire Chennai district and parts of the Tiruvallur and Kanchipuram districts. The Chennai district is completely urban. Chennai Metropolitan Development Authority (CMDA) is the nodal planning agency of Chennai which administers the Chennai Metropolitan Region. As per CMDA's Second Master plan, CMA's population is expected to increase to 14.8 million by 2035.

The CMA region comprises Chennai city and the rest of CMA. Chennai city alone shared 74% of the total population of CMA in 1971. In 2021, It is estimated to share 46% of the CMA. The Chennai city registered a growth rate of 1.23% in 1991 -2021 to 0.68% during the period 2001-2011, ranked the second least decadal change among the districts. The Chennai City Corporation with an area of 176 sq. km. witnessed a population of nearly 4.65 million in 2011. In October 2011, the City area was revised to 426 Sq.km, with a population of about 6.6 million (2011). The workforce participation rate was 43.3%, indicating that nearly 3.68 million people are employed in CMA. Chennai is a major transportation hub for road, rail, air, and sea transport connecting major cities inland and abroad.

#### ***About TNHHDP and PIU***

The Housing and Urban Development Department (HUDD), Government of Tamil Nadu is implementing the World Bank-assisted Tamil Nadu Housing and Habitat Development Project (TNHHDP). The objective of the project is to strengthen the housing sector institutions of Tamil Nadu for increased and sustainable access to affordable housing. The project will support innovations in housing sector institutions in Tamil Nadu to expand access to affordable housing and improve the sustainability of housing institutions and programs. Under this project, finance for technical assistance to strengthen CMDA, analytical, and coordination capacities for the preparation of a new master plan for Chennai is allotted. For the Overall

Implementation of the Project within CMDA, a separate unit called the Project Implementation Unit (PIU) was formed.

The CMDA intends to procure the following experts and supporting staff for the Project Implementation Unit (PIU), which is already functional in CMDA, to support various technical assistance studies under TNHHDP.

1. Urban Economist - 1 No.
2. Communication Expert - 1 No.
3. Heritage Conservation Expert - 1 No.
4. Sociologist and Gender Expert - 1 No.
5. Planning Analyst - 2 No's.

## II. Qualification and Experience of experts and supporting staff to be procured

The table below presents the desired qualifications and experience of the 5 (five) candidates to be procured in the CMDA PIU under the TNHHDP.

	<b>Designation /No. of position</b>	<b>Minimum Qualification and Experience</b>
<b>1.</b>	<b>Communication Expert 1 No.</b>	<ul style="list-style-type: none"> <li>• Graduate/Post graduate degree in Communication, Journalism, Public Relations, or related disciplines.</li> <li>• At least 5 years of work experience in any public/private sector entity in the field of communications or journalism, brand building experience with website architecture and graphic design is an added asset.</li> <li>• Proven experience of 5 years as a communication specialist.</li> <li>• Proficient in MS Office; photography and video-editing software, photoshop, Adobe Illustrator, etc.</li> <li>• Good communication, planning, and project management skills;</li> <li>• Excellent writing skills;</li> <li>• Respect for cultural diversity and human rights;</li> <li>• Willingness and availability to travel</li> <li>• Excellent command of English and Tamil.</li> </ul> <p><b>Note: Those candidates who had applied against advertisement dated 27.09.2023 need not reapply again.</b></p>
<b>2.</b>	<b>Heritage Conservation Expert 1 No.</b>	<ul style="list-style-type: none"> <li>• An architecture or planning degree at the graduate level along with post-graduation in a subject related to heritage conservation (preferably as a major/thesis topic) from an accredited University</li> <li>• Minimum 8 years of professional experience after graduation, of which minimum 3 years in preparation of heritage management and revitalization plans/studies or experience of undertaking conservation of at least two protected/culturally important monuments and/or listed buildings focusing on restoration and neighborhood economic regeneration ideally as the team leader/project manager or similar senior position.</li> </ul>

		<ul style="list-style-type: none"> <li>• Excellent verbal, written, and communication skills.</li> <li>• Fair knowledge of GIS and working knowledge of MS Office.</li> </ul> <p><b>Note: Those candidates who had applied against advertisement dated 27.09.2023 need not reapply again.</b></p>
3.	<b>Sociologist and Gender Expert 1 No.</b>	<ul style="list-style-type: none"> <li>• Master's degree in social sciences or related subjects/Master's degree in Gender and Development would be an advantage.</li> <li>• At least 7 years of experience working on social development, poverty, and gender mainstreaming projects.</li> <li>• In-depth knowledge of gender and social inclusion issues;</li> <li>• S/he should possess an understanding and knowledge of basic computer systems such as MS Word, Excel, and PowerPoint.</li> <li>• Good communication, planning, and project management skills;</li> <li>• Excellent writing skills;</li> <li>• Respect for cultural diversity and human rights;</li> <li>• Willingness and availability to travel</li> <li>• Excellent command of English and Tamil.</li> </ul> <p><b>Note: Those candidates who had applied against advertisement dated 27.09.2023 need not reapply again.</b></p>
4	<b>Planning Analyst 2 No's</b>	<ul style="list-style-type: none"> <li>• Postgraduate in Transport planning from a recognized University (1 No.)</li> <li>• Postgraduate in Economics/Geography/Sociology from a recognized University (1 No.)</li> <li>• For candidates with postgraduate in planning, a minimum of one year experience working on development projects in the urban setting.</li> <li>• For other candidates (postgraduate in economics/geography/sociology), a minimum of three years of experience working on development projects, with at least one year of experience working on development projects in the urban setting.</li> <li>• Experience working on land use plans/zonal plans or similar activities would be preferred.</li> <li>• The ability to demonstrate know-how of Tamil Nadu's metropolitan planning systems would be preferred.</li> </ul>
5	<b>Urban Economist 1 No.</b>	<ul style="list-style-type: none"> <li>• At least a Master's degree in Urban Economics, Regional Economics, Development Economics, Applied Economics, Public Policy (with Economics training), or other relevant backgrounds.</li> <li>• At least <b>5 years</b> of experience working in one of the fields of training/education mentioned above.</li> <li>• Candidate needs to be familiar with data sets and surveys</li> </ul>

		<p>published by the governments on demographics, socioeconomic indicators, fiscal data and budgets, labor and employment statistics, housing demand and supply, as well as businesses and industries, etc.</p> <ul style="list-style-type: none"> <li>• Participated in the process of development of a strategic/land use plan for a large urban area in the last ten years with responsibility similar to that of this task.</li> <li>• Experience working with a government agency and/or familiarity with the context of Tamil Nadu would be a plus.</li> <li>• Strong skills in statistical analysis, data visualization, and professional writing/ presentation.</li> <li>• Strong communications and interpersonal skills with evidence of ability to productively interact with a wide range and different levels of organizations and stakeholders.</li> </ul>
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### **III. Responsibilities of the experts and supporting staff to be procured**

#### **1. Urban Economist**

The Urban Economist is expected to:

- i. Serve as the PIU's nodal person and subject expert on economic analysis and economic planning for conducting various planning studies commissioned by the CMDA, including the preparation of the Regional Strategy, the Third Master Plan, the Spatial Distribution of Employment and Jobs, the Housing Demand and Supply study, among others. Specifically, he/she is expected to work as a core team member in these studies and provide expert advice and knowledge to feed into the scenario planning and recommendation of planning schemes. Her/his core responsibilities include the following:
- ii. Review previous planning practices in Tamil Nadu and international best practices in preparation of master plans and strategic plans for a growing metropolitan area, with a particular focus on population projection, economic sector analysis, and economic growth strategies of CMA.
- iii. Familiarize himself/herself with the previous works/ studies done on urban economy, labor market/employment, enterprises, land value, etc., specifically for Chennai and generally for the State of Tamil Nadu.
- iv. Supervise a team of analysts to do population projection and collect socio-economic and demographic data on the growth trend of the CMA, including but not limited to population structure, natural growth and migration, economic output by sector, jobs creation and unemployment, fiscal health and public finance, productivity, and competitiveness in doing business environment, research urban economy trends, etc. Propose methodology and lead/supervise a team of analysts to conduct analyses on demographic trends (projection of trends in population growth, demographic structure, household size, and immigration/migration),
- v. Coordinate within CMDA's consultants towards understanding trends and impact of urban agglomeration in the CMA over the next 5-10 years. Work with Senior Planner or higher-level official, and/or with CMDA's consultants towards development of a framework for undertaking real-time agglomeration modeling that can feed into the Master Plan and Zonal Plan preparation process.

- vi. Review the work of the consultants and consultant firms (working on various planning studies commissioned by CMDA) on topics related to urban economics and economic planning, including economic sector analysis (using location quotient and other measures to depict the sectors with the highest potential to contribute to economic growth and jobs creation), municipal finance performance (robustness of revenue structure and municipal revenue sources, budget and expenditure on capital investments and operational costs, debt services and credit worthiness, execution of the budget, financial reporting and auditing, etc.), productivity (economic output vs. land and other natural resources consumed), economic analysis of investment planning and prioritization, as well as doing business environment, etc..
- vii. Coordinate closely and liaise effectively (including working level interaction) with other team members within the CDMA and other various government agencies and private sector entities working throughout the process of the elaboration of various plans to ensure synergy and consistency in scenario planning and recommendations.
- viii. Support the CMDA and provide technical input to conceptualize, create and maintain a database to monitor land values, rents, household income, land use changes, building permits issued, size of developments, building prices, etc., linking the database to indicators for diagnosis and action to normalize the indicators in collaboration with the GIS experts in the PIU and CMDA's consultants working on these subjects. Also, coordinate with the Digital Chennai Platform team to ensure that an integrated urban planning database/system can be developed and maintained for Chennai with real time access for CMDA.
- ix. Provide knowledge transfer to the staff of CMDA through everyday work and give technical training to the team of analysts and perform quality assurance and quality control of their work and deliverables.
- x. Any other official responsibilities in respect of procurement management as assigned by the Member Secretary, CMDA/ Head of the PIU, TNHHDP, CMDA.

## **2. Communication Expert**

The Communications Expert is expected to:

- i. Contribute to integrated awareness of CMDA's work particularly focusing on its Third Master Plan preparation process including, but not limited to, the following:
  - Draft media brief, press release, and website content;
  - Write up on human interest stories concerning land use planning and regulations;
  - Content creation and regular media engagement (including social media);
  - Organize workshops and events to create better awareness of CMDA's work as well its efforts being undertaken in preparation of the Third Master Plan.
- ii. To coordinate all branding, communication, and public relations management-related functions on behalf of CMDA.
- iii. To coordinate development of effective strategies for public consultation meetings
- iv. Foster relationships with key experts identified by CMDA and CMDA's knowledge partners.
- v. Coordinate various government/non-government agencies for soliciting information required for fulfilling all the functions related to communication/outreach, and ensuring that communication to the public via multiple government channels is harmonized.
- vi. Participate and work in close coordination with consultants (for studies taken up by the PIU) for all the stakeholder consultation meetings.

- vii. Provide support to consultants to develop communication strategies (traditional, digital activations, presentations, social media posts, website articles) for specific program interventions and events.
- viii. Coordinate with Consultants to provide digital support including developing content for digital activation and social media campaigns.
- ix. To assess the effectiveness of the outreach and engagement among the target audience in different Channels and develop appropriate strategies based on insights on limitations and opportunities.
- x. Track the latest developments in the media landscape and digital marketing trends and provide analysis of best practices, opportunities and trends, and innovation.
- xi. To perform all such duties as assigned for the position.
- xii. To possess a keen eye for editorial accuracy, and presentation of complex ideas and data for a general and non- Technical Audience.
- xiii. Any other official responsibilities in respect of procurement management as assigned by the Member Secretary, CMDA/ Head of the PIU, TNHHDP, CMDA.

### **3. Heritage Conservation Expert**

The Heritage Conservation Expert is expected to:

- i. Lead collection of information from relevant GoTN and other agencies towards identification, valuation assessment and existing cultural heritage protection/conservation plans and efforts within the CMA boundary.
- ii. Liaise with relevant GoTN and other agencies on aspects of promoting conservation of natural and manmade heritage as one of the expected outcomes of the Third Master Plan.
- iii. Conduct desk review of the existing list of tangible and intangible cultural heritage within the planning areas of CMDA ensuring these meet the World Bank benchmarks for the same.
- iv. Coordinate with consultants (individual or firms) hired by CMDA towards documenting status updates and field observations based on assessments through site visits to the identified planning areas for ground truthing and update an inventory of heritage sites of concern, including the below. In case CMDA does not hire consultants to undertake the following activities, the Expert may be asked to coordinate with relevant GoTN agencies/independent experts to solicit procurement of the following :
  - Basic cadastral and current use and other information related to the sites;
  - Documentation of site/building history, wherever possible;
  - Assessing the state of the building, describing and documenting the pathology, and proposing priority conservation measures (with an estimated budget);
  - Making presentations and reports
- v. Serve as the focal person of the CMDA to supervise and monitor the planning tasks and studies on tangible heritage conservation, heritage asset management, and heritage impact assessment perspectives, including:
  - Reviewing TORs and procurement documents of these planning studies that consider direct, indirect and cumulative impacts on tangible and intangible cultural heritage and preparation of cultural heritage management plan.
  - Reviewing technical reports, presentations and other deliverables submitted by the consultants and ensure that issues related to heritage asset management, heritage conservation and revitalization, as well as heritage impact assessment

- are adequately addressed.
  - Review the plans to ensure that it is in compliance with local, national, regional or international cultural heritage regulations and the protected area management plans and that it promotes and enhance the conservation aims of the protected area .
  - Coordinate meaningful consultations with stakeholders in order to identify cultural heritage and opportunities to enhance the value through the planning process. Ensure consultations with the protected area sponsors and managers, including individuals and communities and other interested parties for the plans
  - Providing support and technical advice to the CMDA PIU in obtaining necessary approval of various planning documents from the heritage perspective.
- vi. Support preparation of reports, presentations and organize workshops to integrate the cultural heritage requirements in the preparation of the plans.
  - vii. Any other official responsibilities in respect of procurement management as assigned by the Member Secretary, CMDA/ Head of the PIU, TNHHDP, CMDA.

#### **4. Sociologist and Gender Expert**

The Social and Gender Expert is expected to:

- i. Assess approaches and develops processes that improve social inclusion.
- ii. Support the consultants to develop guidelines to improve voice, agency of women beneficiaries as laid down in the Stakeholder Consultation Plan of CMDA.
- iii. Ensure social inclusion and gender aspects are effectively mainstreamed in all activities being undertaken by CMDA towards preparation of its Third Master Plan. This will include coordinating with CMDA's various consultant teams to ensure that social inclusion and gender mainstreaming is incorporated in their work and outputs produced.
- iv. Set-up (if not existing) and/or strengthen the grievance redressal system for preparation and approval of the Third Master Plan. This system should ensure that it is able to capture grievances from all stakeholders and should be integrated with existing CMDA's and GoTN's grievance redress mechanisms.
- v. Shall work in coordination with the Communication Expert and participate in/host public consultation meetings
- vi. Review the reports/ deliverables from social inclusion and gender perspective lens
- vii. Based on qualitative data collated during the training, assess and analyse emerging issues specifically related to urban planning from social inclusion and gender lens.
- viii. Perform any other duties assigned by the Chief/Senior Planner, CMDA, as per business needs.
- ix. Support strengthening of social and gender dimensions in the ways of working within CMDA for which purpose the candidate may be required to make presentations to the Member Secretary and other senior management of CMDA.

#### **5. Planning Analyst (2 Nos')**

The Planning Analyst is expected to support the PIU team through undertaking the following, among others:

- i. Undertaking desk review in subjects that would feed into the preparation of the Third Master Plan as well as other associated planning instruments (Zonal Plan, Regional Strategy, etc.).

- ii. Assisting senior members of the PIU in scoping out various preparatory/analytical exercises required for drafting of the Third Master Plan – these will include, but not be limited to:
  - drafting terms of reference for consultants (individuals and firms);
  - reviewing technical documents and studies and other deliverables developed by consultants on various planning studies such as regional strategy, master plan, housing demand and supply study, land value and employment studies, etc.;
  - ensuring that the consultants are undertaking their tasks within the agreed timelines (as per their contracts);
- iii. Identifying global and national good practices in various areas in context of the Third Master Plan preparation and undertaking documentation of such practices for purpose of informing the CMDA Master Plan Unit (MPU) as well as presenting to the senior officials of the PIU;
- iv. Engaging with the World Bank and other development partners (such as NIUA, UNEP, JICA, C40, etc.) under supervision/guidance of senior members of the PIU on various technical aspects;
- v. Identify opportunities for training/capacity building of MPU and PIU team members towards capacitating the team for drafting of the Third Master Plan in coordination with Chief Planner as well as World Bank and other development partners of CMDA;
- vi. Tracking Status updates of projects.
- vii. Coordination with the World Bank and other development partner teams as advised by senior officials of the PIU.
- viii. Collect and analyse data from various GoTN departments and other agencies as advised by senior officials of the PIU.
- ix. Undertake preliminary review of reports that senior officials of the PIU may ask for.
- x. Any other official responsibilities in respect of procurement management as assigned by the Member Secretary, CMDA/ Head of the PIU, TNHHDP, CMDA.

#### **IV. Time Duration**

Appointment to the position will be on a contract basis for a period of 18 months and is likely to be extended for another six months based on performance.

#### **V. Reporting Arrangements**

The experts and supporting staff will be reporting to the Chief Planner, MPU, CMDA and Member Secretary, CMDA or any other official delegated with this responsibility by the Member Secretary, CMDA.